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# FUNDING OF ORGANIZATION PROPERTY

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The following paper, entitled, "Principles and Practices for Funding of Organization Property," was written in, and is sponsored by, the Office of Logistics. It has been reviewed and approved by the Office of Planning, Programming and Budgeting, and the Office of Finance. This document is designed to be both an educational and working aid for Organization personnel and specifically for those whose duties require a comprehensive knowledge of the policies and principles that guide the Organization's property funding and requisitioning systems.

This paper does not purport to be a regulatory issuance nor does it contain the type of procedural guidance found in Organization Handbooks. It was decided, therefore, that the paper would be issued in this informal fashion so that it might serve as a background reference document for a better and more comprehensive understanding of the appropriate Regulations and Handbooks.

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## PRINCIPLES AND PRACTICES FOR FUNDING OF ORGANIZATION PROPERTY

### INTRODUCTION

This paper deals primarily with the basic principles of the property funding system and with some of the more common problems which are encountered. It does not attempt to cover the more intricate transactions, such as reprogramming, since each must be accomplished according to its own conditions and circumstances and according to the appropriate authorities and policies which exist at the time. The objectives of the paper, then, are to identify and define the various parts of the property funding system, to clarify the relationship of those parts, and to emphasize the importance of communication and control at all levels to ensure the successful operation of the system.

### BUDGETING FOR PROPERTY

Although all segments of the Organization budget are developed generally in the same manner, the following discussion will be limited to the budget for property (supplies and equipment). Budgetary figures for property requirements begin their development on the basis of the "Call for Office Estimates" issued by the Office of Planning, Programming and Budgeting approximately one year prior to the commencement of the fiscal year during which the property will be used. Thereafter, the estimates are reviewed by the Organization and the Office of Management and Budget and ultimately become a part of the Organization budget which is presented to Congress in January prior to the beginning of the operating fiscal year. Up to this point in time, however, property requirements have not been identified in detail and are represented in the budget only as separate total-dollar figures for supplies and for equipment. Further refinement is postponed until an approved budget figure is established by Congress. Based upon the Congressional appropriation figure, and a subsequent apportionment from the Office of Management and Budget, the Office of Planning, Programming and Budgeting allots property requisitioning authority to using components according to the estimated property requirements of each. Only at this time do operating components make a detailed instant forecast, broken out by supplies and equipment by materiel categories.

Each using component is expected to base its property requirement estimates upon the activities and operations which it has planned for the fiscal year concerned in the approved budget. In practice, however, these estimates are usually based upon cost data for activities carried out in previous years. In

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addition, property requirement estimates are requested to be structured and defined according to the following eight categories of materiel:

- a. Ordnance items
- b. Transportation and airborne items
- c. Industrial and engineering items
- d. Communication items
- e. Electrical items
- f. Medical items
- g. General administrative and housekeeping items
- h. Photographic items

Property estimates and budgets developed realistically and in detail enable more realistic planning for procurement and inventory. For example, a budget provision for "airborne equipment" is relatively meaningless, except for the dollar value reserved for it, as opposed to a specific entry for "100 cargo parachutes."

The development of such detailed property requirement data obviously requires a record system which will provide an equally detailed feedback of cost and use information to those officers who are responsible for the preparation of estimates. An information base of such magnitude lends itself to automatic data processing systems, and some parts of the Headquarters property transaction data are so processed at the present time. Until the Support Information Processing System (SIPS) becomes operational, however, these worldwide data will not be available in an automated system. This is not to say that good estimating cannot be performed during the interim through the use of informal manual recordkeeping systems, particularly in those property categories where high-dollar-value items or high activity are involved.

Another step of the budgeting and fund allocation process is the estimate by the budgeting component regarding the types and value of property to be obtained through the Logistics System and that which the component or its field subelements will acquire directly from vendors through local procurement. This structuring of requirements, as we shall see later, has a very direct effect on the ultimate allotment of procurement funds to the Office of Logistics and, accordingly, the subsequent ability of that Office to furnish requested materiel to its customers. For purposes of this paper, the following definitions will apply:

- a. *Local Procurement* — the action taken by a field installation to acquire property for its own use with funds specifically allotted for procurement, or the use of those allotted funds to perform a procurement service for another station.
- b. *Logistics System* — the method by which customer requirements are satisfied from property stocked and issued by Organization depots or directly procured by the Organization's Logistics System.

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PROPERTY REQUISITIONING AUTHORITY (PRA)

Discussion of the property budgeting process in the preceding paragraphs closed at the point where a tentative decision is made regarding the sources from which property will come, and implied that the property budget must begin to undergo a funding transformation in order to become operative. Such a transformation does occur and it is in this area that misunderstanding begins to develop.

An approved budget, which combines the total estimated property requirements of the organization, presupposes that certain limitations accompany it and that a system exists to ensure that spending does not exceed it. In property budgets, the control mechanism and limitations reside in the Property Requisitioning Authority or, more commonly, PRA.

*What PRA Is*

PRA, as its full title suggests, is only an authority to requisition, up to a maximum dollar limitation, and is not an allotment of funds. It is supported by budgeted funds, however, so we shall refer to it at this point as funded PRA. It is analogous to the use of a checking account with a bank rather than purchasing with coin and currency. Looking at PRA from an organization-wide viewpoint, it represents, for the most part, the total dollar value of the property which has been budgeted for by all components, except that it does not include the value of that property budgeted for to establish new inventory or to increase the stockage levels of items already in inventory. This total of PRA is distributed among the various components according to the approved estimated requirements of each, and is the financial control which places a ceiling on the amount of property that may be acquired by using components either from the Logistics System or by local procurement.

*Control of PRA*

Regulations require that each component with the authority to acquire property maintain a prescribed official financial record to control and record the use of its share of PRA, and that it certify to the Organization supply or procurement source that unused authority is available in a sufficient amount to cover the cost of the materiel being requested on each of its requisitions. The analogy of the checking account still applies. The control record is maintained in a manner which shows how much PRA has been used and how much remains for encumbrance during the remainder of the applicable fiscal year. (Ideally, PRA records should be maintained according to the eight materiel categories; however, this is not required at the present time.) These PRA-use data, modified by anticipated property requirements, can be used as a planning base upon which to build requirement estimates in succeeding budgets.

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Control of PRA is vested in the component concerned and the recording responsibility generally resides in the Budget and Fiscal Officer of that component, although in some instances, particularly overseas, the control record is maintained by Logistics personnel. It is the Budget and Fiscal Officer who certifies that sufficient authority exists to meet the costs of requisitions, encumbers the authority accordingly, and reports his encumbrances and PRA balances monthly to the Office of Finance. Through the use of copies of purchase orders, shipping documents, contractual instruments, Office of Finance reports of issues, and any other documentary medium which reflects true costs, the Budget and Fiscal Officer can make adjustments to encumbrances and balances in his PRA control records.

The need for "adjustments" implies that a difference existed between the amount encumbered by the Budget and Fiscal Officer and the amount finally charged by the supplier of the materiel. This is true in many cases because the exact cost of materiel might not be available to a requisitioner at the time his requisition is prepared. The requisitioner, or the Logistics Officer if one is assigned to the requisitioning activity, estimates the cost and it is this estimated figure which is used by the Budget and Fiscal Officer for encumbrance purposes. The accuracy of the remaining balance of unencumbered PRA for some period of time, then, depends upon the accuracy of the estimated costs. This area of disparity can become vital as a fiscal year draws to a close and PRA is approaching its encumbrance limits. For example, suppose that late in the month of May the control record of the Budget and Fiscal Officer reflects an unencumbered PRA balance of \$200,000. Requisitions for various items of equipment, totaling \$180,000, are placed against the Logistics System, and a new remaining unencumbered balance of \$20,000 appears to be available for requisitioning during the remainder of the fiscal year. However, the estimated costs of some of the new requisitions and of those already in process were understated, adjustment data were not available in time or adjustments to the PRA control records were not made, and the delivered costs of materiel totaled \$210,000. Instead of having an unencumbered PRA balance of \$20,000, the Budget and Fiscal Officer is now faced with a deficit of \$10,000 which he must satisfy from other adjustments of his PRA; or he must convert other funds to PRA if he is to remain within his PRA ceiling.

It is important, therefore, that cost estimating be performed as accurately as possible through the use of Organization price indices for those items identified in the Logistics System, and by consulting with the Office of Logistics when non-System items are involved. There must be close communication between the Office of Logistics and the Logistics and Budget and Fiscal Officers of the operating components to ensure that the Budget and Fiscal Officer is informed as soon as significant differences between estimated and actual costs are discovered, or when program changes occur. It is equally important that the Budget and Fiscal Officer, immediately upon receipt of any better data, adjust the

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encumbrance and balance entries in his PRA control record. To do less than that opens the way for possible breakdowns in the property funding process.

***Distribution of PRA***

Earlier, it was said that each component (usually at the Division level) identifies its property requirements, by dollar value, according to those which it expects to be provided through the Logistics System and those which will be procured locally by its subelements. Both segments of Property requirements are subject to PRA controls since they equate to the total of property budgeted for use by each component, but the disposition and administration of each is quite different. Let us first examine what happens to the larger segment which represents those materiel requirements to be provided through the Logistics System.

**OFFICE OF LOGISTICS PROPERTY PROCUREMENT ALLOTMENT**

The primary funding vehicle for the operation of the Organization's Logistical System is the Office of Logistics Property Procurement Allotment. Since the composition of the Allotment normally can be represented by two funding principles, each will be discussed separately for clarity.

The larger portion of the Allotment is made up of the total dollars budgeted by, and approved for, each component for property to be used by it during the operating year, *less* the total of those dollars identified for, and allotted to, each component for its own local procurement of property outside of the Logistics System. Recalling that property budgeted for use by components is represented by PRA, this portion of the Office of Logistics Property Procurement Allotment might also be thought of as that dollar equivalent of PRA which will be used for requirements to be placed only against the Logistics System. For example, if the total requirement for property to be used, or PRA, amounts to \$65 million and the total of allotments to operating components for local procurement is \$15 million, then \$50 million would become a part of the Office of Logistics Property Procurement Allotment. Returning to the analogy, the using components have converted part of their property funds to a checking account in the Office of Logistics "bank," which now has the money for investment in property assets.

The second portion of the Office of Logistics Property Procurement Allotment can also result from property budgets but is significantly different from the larger portion in that it is not represented by PRA. A more detailed discussion of the funding principle applying to this part of the Allotment appears later in the section entitled "New or Replacement Inventory Items," so for the moment these funds will be identified simply as those budgeted by technically-cognizant

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Offices for the purpose of establishing inventories, or for increasing the stockage levels of items already in inventory.

Using the example of \$50 million resulting from PRA-supported funds and assuming, for the purposes of explanation, that an additional sum of \$10 million is budgeted by technically-cognizant Offices for inventory property, the Office of Logistics Property Procurement Allotment would be established at \$60 million. This \$60 million Allotment is used only by the Logistics System to replenish warehouse inventory, to establish approved new inventory, and to procure customer-requisitioned property which is not carried in inventory.

**PRA AND THE OFFICE OF LOGISTICS PROPERTY PROCUREMENT  
ALLOTMENT IN ACTION**

The examination, thus far, has established the existence of two principles, or two different administrative procedures—Property Requisitioning Authority (PRA), and the Organization property procurement allotments (i.e., for management purposes the Office of Logistics Property Procurement Allotment plus the local procurement allotments equal the total property procurement authority of the Organization). It is appropriate, at this point, to discuss briefly how these two principles interact when a requisition is placed against the Logistics System.

As a general rule, when a component places a requisition for materiel on the Logistics System, it reduces its PRA by the dollar amount of the requisition. The Office of Logistics either issues the materiel from its stocks and uses dollars from its Property Procurement Allotment to buy replacements on a planned and scheduled basis, or it procures the materiel from a vendor and pays for it with dollars from its Property Procurement Allotment.

An exception occurs when the requisitioning component is an element of the Logistics System or an activity operating under Type I Financial Property Accounting (FPA) procedures, and the materiel requisitioned is to be placed in inventory by that component. In these instances, PRA is not affected until the materiel is first requisitioned from the Logistics System or the Type I activity by a user. It is possible, then, that a portion of PRA might not be charged until some subsequent fiscal year when a requisition for issue is placed on the Logistics System or the Type I activity.

Based upon the PRA/Office of Logistics Property Procurement Allotment relationship under conditions of the general rule, it would appear that the proper control of PRA by using components would provide sufficient funds to the Office of Logistics to effect all necessary procurements and also permit the maintenance of established stock levels. In practice, however, it does not work so smoothly, and many problems surround the management of the Office of Logistics Property Procurement Allotment.

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MANAGEMENT OF THE OFFICE OF LOGISTICS PROPERTY PROCUREMENT  
ALLOTMENT

The management of the Property Procurement Allotment is the responsibility of the Office of Logistics. Being an official allotment of funds, it places a dollar limitation on that Office which it cannot exceed for the procurement of materiel, just as PRA places a limitation on customer requisitioning. It is important to emphasize, also, that the use of the Allotment is limited to the procurement of customer-requisitioned and inventory property and cannot be directed by the Office of Logistics to any other purpose.

For management purposes, the Allotment is divided by the Office of Logistics into a portion for stock replenishment purposes and a portion for procurement and direct issue of nonstock items. The ratio according to which the division of the funds is made (generally in the neighborhood of 45/55) is determined from experience and upon the recommendation of the Office of Logistics Budget and Fiscal Officer. It is subject to some variation each fiscal year according to customer materiel requirements and the ratio of stock replenishment procurement to nonstock procurement in each materiel category.

The successful management of the Allotment is in direct proportion to each component's ability to identify its property requirements by materiel category and to provide detailed descriptions of requirements within each category. Without this information, it is possible that one or more categories of materiel could receive more, or less, emphasis than is really deserved in the stock replenishment effort. With funds in limited supply, it is difficult to shift emphasis among inventory categories once those funds have been committed to a given replenishment pattern.

MANAGEMENT OF CURRENT INVENTORY

Management of the Office of Logistics Property Procurement Allotment cannot be separated from the management of physical stocks themselves, which is also the responsibility of the Office of Logistics. Certain guidance in the management of technical items is provided by the components having technical cognizance over the acquisition and issue of such items, particularly in the decisions regarding what types and quantities of technical items will be carried in inventory. To point up the critical relationship of fund management and property management, let us assume that the issue trend of an item is upward and, after review with the appropriate cognizant Office, it is determined that its stock level should be increased. Funds of the Office of Logistics Property Procurement Allotment then are spent to increase the level. Suddenly, the

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conditions which caused the rising issue trend no longer exist and the demand for the item drops off dramatically or ceases entirely. The result is that funds are tied up in idle inventory. To add to the problem, customer demand can, and usually does, shift to another item; the issue trend moves upward for that item; and levels need to be increased accordingly. Recall, however, that customer PRA was not affected when funds were spent to build up the stock level of the first item because PRA is not used until a customer orders an item. Customers, therefore, are waiting with unencumbered PRA credit but the Office of Logistics does not have a large enough supply of the currently popular product to meet all of the demands. Additionally, that Office now has fewer funds with which to procure it, since funds were invested in an item that no longer has customer appeal. Considering that there are approximately 25,000 different items in the stock system points up the necessity for a very precise supply management program so that inventories will remain active and funds will remain in proper supply.

NEW OR REPLACEMENT INVENTORY ITEMS

Just as a funding problem arises when there is a shift in customer demand for property items, still another is brought about when it becomes desirable or necessary to establish new or replacement items in the inventory. For example, let us assume that an item of operational equipment has been developed which will serve the purposes of the Organization more effectively than one presently in the inventory. The establishment of the initial inventory of the improved item requires the use of Office of Logistics Property Procurement Allotment funds. Ideally, the Office having technical cognizance over the item should have provided for its inventory funding through prior budgeting for the item.

Under certain circumstances, funds for the establishment of initial inventories are provided for separately in the budget. Carrying our example further, assume that [ ] is the component which has primary interest in the item in question. [ ] would indicate in its property budget that a given amount of dollars is required to effect procurement of the improved inventory item and, if this budgetary request is approved, the necessary funds would be added to the Office of Logistics Property Procurement Allotment.

There is one major difference in this type of funding, however. Ordinarily, an approved budget for property results in an equivalent amount of PRA being authorized for the budgeting component, but in this instance PRA would not be authorized to [ ] since the item being procured on the basis of its budget request is not for its own use, but is to be placed in inventory to meet requirements of other components. PRA comes into being, then, when requirements are

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established for the item in the budgets of users. This type of funding arrangement allows the Office of Logistics to introduce new and improved items into the inventory without drawing down its regular Property Procurement Allotment and without the creation of even larger customer "checking accounts" against existing assets. To do otherwise would mean that procurement of the improved item for inventory would have to come out of funds reserved for regular stock replenishment with the result that some area of replacement would have to be ignored or postponed because of insufficient funds.

**INVENTORY PRICING**

As supply and equipment items are introduced into an existing inventory, they are usually replacements for other items, or are items which will do a job better than something that was available previously. The result is that the old items become obsolescent, less attractive to customers, and can result in pockets of idle inventory. One method of overcoming losses due to obsolescence is to issue, whenever possible, the inventory of the obsolescent item prior to issuing its replacement. A second method, and one which was authorized in June 1966, is the use of a five percent override factor in the inventory pricing exercise. This factor also makes some allowance for inventory losses due to selected price increases, breakage, and spoilage while the items are stored and awaiting issue.

Unit prices of all inventory items are examined annually and adjusted to conform with replacement prices. Individual price adjustments are also made throughout the year whenever an acquisition price change occurs which would have a significant impact on customer PRA. When urgency dictates, notification of those price changes is accomplished by cables to overseas customers. All of these pricing techniques are designed to strive toward a balance between the Office of Logistics Property Procurement Allotment and the PRA of customers.

To complete the discussion on obsolescent and obsolete materiel, it should be pointed out that inventory losses to the Agency do occur in spite of price escalation factors and good supply management policies. When all efforts to issue items through the normal customer requisitioning process have been exhausted, the items are declared excess. First, they are offered to Organization components at no cost, provided that the cost of such property was not included in the operating budget or project approval of the component, and that the issuance of the excess property is approved by the Office of Logistics. Any quantities which remain after that are turned over to other Government agencies for use or disposal. With the exception of automobiles and certain high-cost machines and instruments, whose sale revenue can be applied toward the cost of their replacement, normally there is no monetary return to the Office of Logistics Property Procurement Allotment for disposal of excess items of inventory.

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LOCAL PROCUREMENT FUNDS

The second, and smaller, segment of PRA is represented by local procurement funds which are allotted to each component to procure property at overseas installations or otherwise outside the Logistics System. These funds, since they represent part of the property budgeted for use, are also subject to PRA. It should be kept in mind, however, that the Office of Logistics is not the recipient of these funds nor does it exercise any control over what materiel is procured with them. Stated in other terms, the total amount of funded PRA each year exceeds the amount of funds in the Office of Logistics Property Procurement Allotment by the amount allotted to components for local procurement.

Funds for local procurement are distributed to component subelements and field activities in amounts which the component at Headquarters believes will be sufficient to satisfy their locally procured requirements. The subelement or field activity uses these funds to pay for items acquired on the local open market and accounts for the funds. The local procurement expenditure data clear through the component Budget and Fiscal Officer, who maintains financial records for his total area of responsibility. Throughout the operating budget year, it is essential that responsible officers within each component keep alert to requirements to reprogram their property funds. For example, they might find that local procurement funds are being utilized at a lower rate than anticipated. Upon investigation, they determine that planned acquisition of property overseas by local procurement was overestimated and planned acquisition from the Logistics System was underestimated, perhaps because of changes in local conditions of operational requirements. In such an event, the component should initiate action to have these excess local procurement funds reallocated to the Logistics Property Procurement Allotment to cover the drain on the Logistics System created by the shift in the procurement pattern.

The reverse situation is also possible. When it is determined that more property will be procured locally than was provided for in the initial allotment distribution, action can be taken to transfer funds from the Office of Logistics Property Procurement Allotment to increase a component's local procurement capability. In either event, however, the component's total amount of PRA would not be changed, but its use would be changed to the extent that more, or less, PRA would be devoted to requisitioning materiel from the Logistics System.

UNFUNDED PRA

One other aspect of the property funding system which deserves discussion is unfunded PRA, as distinguished from funded or budget-supported PRA. As its name implies, there are no budgeted funds supporting this type of requisitioning authority and, consequently, its use is reserved for very special circumstances.

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Its primary current uses are:

- a. In those instances when component parts are purchased or withdrawn from stock for purposes of fabricating an item for a customer or for repairing an unserviceable item.
- b. When items are withdrawn from stock for testing and are destroyed in the testing process.

The philosophy which supports the use of unfunded PRA in these instances is rather straightforward. Under current procedures, when parts are procured or withdrawn from stock, the PRA of the element receiving the parts is charged. When the end-item is finally fabricated from those component parts and is issued to a customer, the PRA of the customer is also charged with the value of the fabricated item. The result is a double charge to total PRA. This, obviously, would not be an acceptable practice if both charges were against funded PRA since the element completing the fabrication of the item is not the using customer but is only performing a service. The same principle applies to repair parts and the eventual issue of the repaired and serviceable item to a customer. To avoid double charges against funded PRA, Organization policy permits the use of unfunded PRA for the *initial* procurement and issue, or stock issue, of parts to the fabrication shop or service center. Therefore, the cost of the parts and other appropriate charges are recorded against funded PRA only once, i.e., against the funded PRA of the using customer when the fabricated or repaired item is issued to him.

Under the second circumstance, an unfunded PRA allotment is made to the Office of Logistics each fiscal year and the cost of items consumed in testing is charged directly to that account. This arrangement has been considered to be particularly applicable in the area of ammunition testing, in which case appropriate charges are made to the unfunded PRA account as ammunition is consumed in test firing.

Normally, unfunded PRA is limited to the uses described above. There are other and unusual circumstances where the unfunded PRA principle has been applied, but the policies surrounding those instances have been developed on a case-by-case basis. It is important to point out that the administration of unfunded PRA, under other than normal circumstances, requires the exercise of certain controls if a breakdown in the property funding system is to be avoided.

First of all, the unfunded PRA should be identified in an account separate from the funded PRA and, secondly, the unfunded materiel should be requisitioned immediately so that the unfunded PRA will be encumbered. Failing a separation of the funded and unfunded PRA accounts, it is virtually impossible to segregate and identify the property costs which are properly chargeable to each. The problem is compounded if the materiel is not requisitioned since, on paper at least, it appears that the component has available a large and unencumbered PRA. If this PRA is used to requisition materiel other than that

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planned for issue against the unfunded portion, the Office of Logistics Property Procurement Allotment is placed in jeopardy just as it is in a climate of shifting demand or the establishment of new inventories.

## MISCONCEPTIONS SURROUNDING THE PROPERTY FUNDING SYSTEM

### *PRA and FPA*

Two acronyms which are commonly used in logistical and financial discussion and writing are PRA, which has been defined earlier, and FPA, which stands for Financial Property Accounting. There often is a tendency to associate the two when, in fact, they are separate and independent principles or functions.

PRA places a limitation on the dollar value of property which may be requisitioned or purchased by a customer and it is budget oriented. FPA, on the other hand, is the accounting system in which is recorded the dollar value of acquisitions, issues, inventories, and disposals of property.

### *Turn-In of Property by Users*

Another popular misconception of the property funding process surrounds the turn-in of property when it is excess to a customer's needs, or is unusable, and the belief that a credit is given which would increase the customer's available PRA for use in requisitioning other items. To give a credit for property turned in is not practicable since, for the most part, such items are obsolescent, in a state of disrepair, are excess, or otherwise have a low utility value to other Organization customers. Returning property is not completely negative, however. There are circumstances when a customer may derive an indirect financial benefit from the turn-in of nonexpendable property. Such property turned in, and required at a later date, may be reissued without charge to PRA when all of the following conditions are met:

- a. The reissue is of the same property (line item) as was turned in and reissue is to the same Financial Analysis Number (FAN Account) that returned the property.
- b. The reissue occurs within one year from the date on which the property was turned in and the customer certifies that he has not budgeted for it in the fiscal year during which it is requested to be reissued.
- c. The turned-in property was not unserviceable or obsolete.

### *Depreciation of Property*

Questions often arise regarding the pricing of used property and old models of unused property. The feeling among many customers is that such items should be issued at prices lower than the cost of their new replacements, i.e., that the commercial practice of depreciation should be applied. This

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philosophy could be countered immediately by the fact that property budget estimates are based upon the cost prices of new items and, therefore, issues are made at those prices. Further, this technique would require the Organization to establish depreciation formulas and schedules for each of its depreciable items, establish extensive and detailed warehousing and recordkeeping systems, and create an overwhelming cataloging and pricing problem. For these and other reasons, the depreciation principle in stock funding is impracticable and, because of its impracticability, the policy of the Federal Government limits its application to plant equipment and to plants which operate under accrual cost accounting and industrial funding systems.

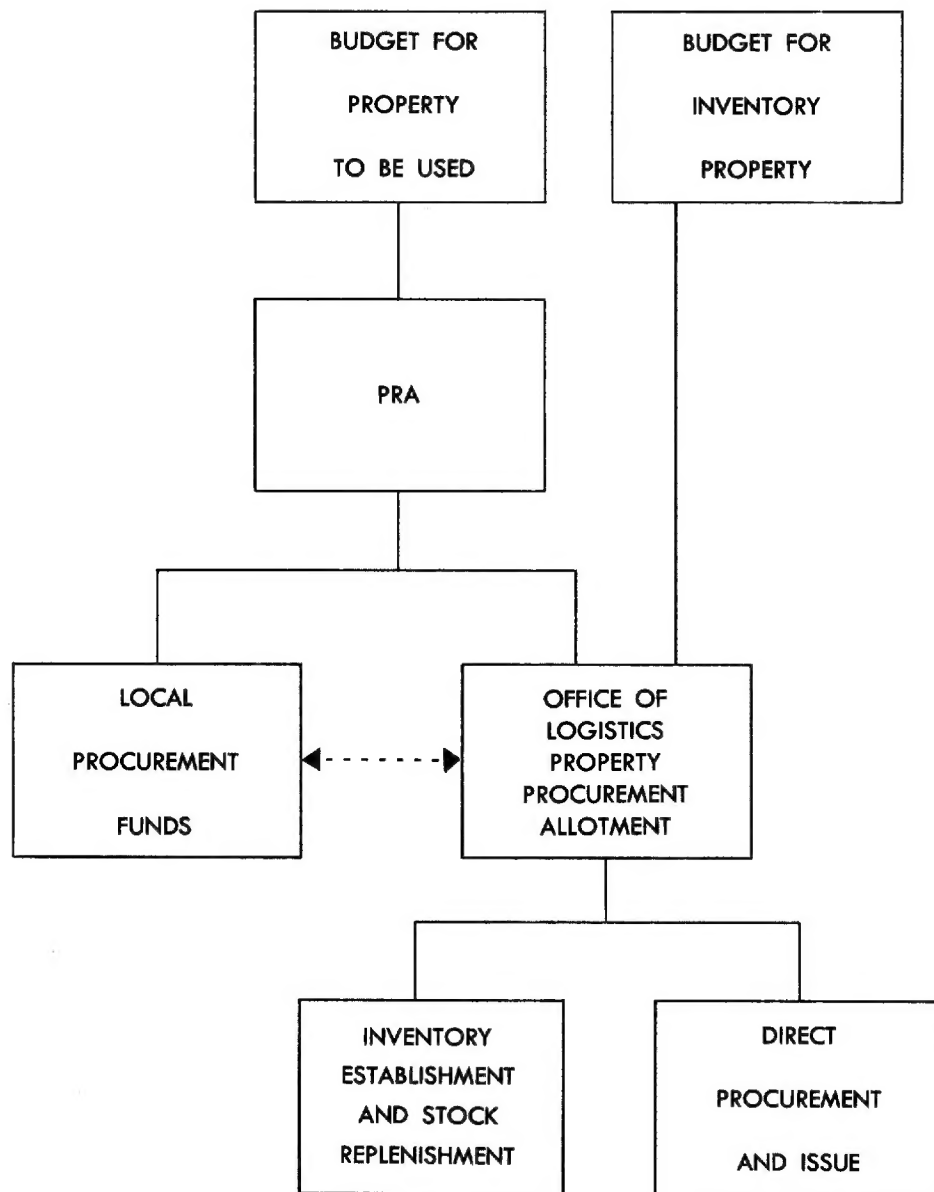
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Graphically, the primary steps of the property funding process are as follows:



- - - - - When the initial estimates of local procurement and Logistics System transactions need to be revised to meet local conditions or operational requirements

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